



HR Practitioner

2006 Spring Newsletter

VOLUME 5, No. 3

WHEN IN DOUBT...ASSESS.

This article was originally written by Matt Gruver, CPS Senior Manager Employment Testing and Assessment Services and Jack Clancy of Clancy and Associates for the IPMA Newsletter to highlight leadership development as it relates to the wave of retirements in the Public Sector. To read the full version of the article, go to www.cps.ca.gov and Quick Link to CPS Published Articles.



It's an issue we have all faced at one time or another, but never like this. What used to be a trickle of occasional retirements has turned to a steady stream of exits as the vast majority of baby-boomers look for new and exciting opportunities away from their current workplace. But this is not a new problem, just a new twist on an old issue — identifying, selecting, and developing our next wave of leaders — and one with which we are all very familiar.

Judgments of this kind can be the most difficult and the most important made by any organization. Although errors typically will be made here, as elsewhere, improvements are clearly possible. As with many so-called errors of judgment, the problem often may lie in the fact that the judgments themselves are made in haste and on the basis of inadequate information. Consequently, we need more and better information on which to base our selection and promotion decisions, information we can understand and in which we can have confidence.

After all these years, the assessment center is still one of the most effective tools for identifying supervisory and management potential. It stands as a pillar of consistency in providing decision makers with more complete, job-related information

than they could ordinarily gather from personal interviews, performance evaluations, and traditional written and oral tests alone.

WHY ARE ASSESSMENT CENTERS EFFECTIVE?

Although perspectives on the implementation and utility of assessment centers still varies within the human resources field, the use of simulation exercises like those included in an assessment center minimizes evaluation errors because the participant behavior observed is similar to the performance actually required on the job and indicative of future potential. The exercises are often "job samples" of the kinds of work supervisors and managers perform. In addition,

1. Research has found that well-conducted assessment centers can more accurately predict successful performance as a supervisor or manager than alternate methods;
2. Participants tend to more readily accept the results of assessment centers because of their "face validity" and the fair manner in which each individual is given the opportunity to demonstrate his or her capabilities;
3. Employers have successfully defended the use of assessment centers in a number

of court challenges. In fact, assessment centers have been mandated as part of a number of consent decrees in order to overcome the effects of past discriminatory practices; and

4. Participation in assessment centers, either as a candidate or as an assessor is a very valuable career development experience.

We know the trend will continue, the numbers of retirements will continue to grow, and we will continue to worry about whether or not we are ready to meet the challenges of the future. So let's do all we can from the beginning to ensure that the next generation of leaders is as well-equipped as the last — start with quality assessment practices and move on from there. ♦

Matt Gruver, Senior Manager, CPS Human Resource Services, and Jack Clancy, Director, Jack Clancy & Associates.

ORDER YOUR EMPLOYMENT TESTS ONLINE

It's now even faster and easier to place your order with CPS Employment Testing Services. Visit www.cps.ca.gov and click on the examination services link to view and order stock tests. If you need a semi-stock or custom test exam, call us at 866.867.5272 so we may customize an exam to meet your specific needs. ♦



EXECUTIVE CORNER

As you may have read in my last column, this year CPS is celebrating its 20th anniversary as a Joint Powers Authority (JPA). This is a significant milestone as we have expanded the HR services we provide to public agencies during the last two decades. Through our offices across California and the nation, we handle consulting and testing contracts in nearly every state as well as in Canada. Our international influence is also growing as our staff has participated in initiatives in Europe, Africa, and the Caribbean.

With the signing of three new federal contracts, CPS is now recognized as an established and respected provider of HR and management services to the federal market. CPS received high grades for our technical support of one of the nation's critical homeland security responsibilities.

The recent Sigma Data System acquisition further enhances the depth of our product and service offerings. Sigma has long been recognized as the industry leader in providing personnel selection software to public agencies. CPS enters the human resources automation/technology market with a solid product from Sigma that complements our many years of consulting expertise.

With 20 years behind us, we continue to build upon a quality organization dedicated to helping our public sector and nonprofit clients succeed and prosper. As CPS moves into the future, we are focused on achieving results and delivering quality service to you. I invite you to visit our web site and see how CPS Human Resource Services is working to improve HR.

*Jerry Greenwell, CEO
CPS Human Resource Services*



CPS HR ACADEMY GRADUATES 39 STUDENTS

In the last three months, thirty-nine students earned a continuing education certificate by completing the CPS-CSUS (California State University, Sacramento) six-course HR Academy program. The classes focus on providing HR professionals with an increased understanding of public agency HR practices and principles. The Academy is now being offered in both Southern and Northern California as well as contract sessions for organizations or regional areas. Since its inception, more than 90 students have graduated from the 6-class program, and hundreds more have received continuing education units from CSUS College of Continuing Education for taking single classes.

"The HR Academy provided instruction that is current and relevant to my daily use. I can now say I have clarity in my job function and role in the agency I serve," said Patricia Carrillo, an HR practitioner with the Santa Clara County Social Services Agency.

For more information about the CPS HR Academy, learn about the class offerings, or to enroll in the program, visit www.cps.ca.gov and select the training center link. ♦

CPS-CSUS HR ACADEMY GRADUATES (RECENT GRADUATES)

Northern California

Lane Christine Bailey
Tiffany Barnhart
Christine Hendricks
Sonia Herrera
Allison Laks
Chris Oshiro
Margy Rippe
Barbara Usrey

Southern California

Paola Buzzio
Paul Croney
Russ Ficker
Carolyn Leist
Bridgette Montgomery
Raquel Richards
Rachel Rumbo
Christina Stewart

Santa Clara County

Anita Asher
Martha Bravo-Perrault
Craig Bryson
Kathy Buchanan
Sandra Burzota
Wilma Cadorna
Patricia Carter
Terry Chavarria
Joanne Cox
Christine Goodson
Jimmye Graham
Diana Herrera
Karen Hodskins
Star Iverson
Mary Jane Jurado
Chris Koob
Julie Long
Dave Manson
Sherae Moresco
Debra Whitworth
Karen Woblesky
Betty Young
Nancy Young



CPS IS AWARDED SEVERAL NEW CONTRACTS

From consulting projects and applicant tracking systems to assessment centers and executive search, CPS has been awarded several new contracts to help city, county, and federal agencies meet their HR needs. We have new contracts from National Institutes of Health, Social Security Administration, Housing and Urban Development, Department of Education, Florida Board of Regulations, State of Minnesota Merit Systems, California Department of Rehabilitation, Roswell Park Cancer Institute, DeKalb County, Georgia, and City and County of San Francisco.

For more information about CPS Human Resource Services, visit www.cps.ca.gov or call 800.822.4277. ♦

MEETING YOUR TEST ADMINISTRATION NEEDS

CPS Human Resource Services offers fast, flexible, and cost-effective solutions to administering tests to your candidates.



As one of the largest outsource test administrators to the public sector, the CPS Test Administration team of experts will customize a test program that fits your unique requirements. Whether it's application processing, test administration, or score reporting, you can rely on CPS' expertise to provide a supportive testing experience for you and your applicants, ensuring quality, security, and preserving test program integrity.

CPS maintains the highest test administration standards. From the smallest details to the most complex testing requirements, CPS partners with you to ensure your project is successful.

CPS experienced testing personnel offer a full range of test program management services to meet all your testing needs:

- Application Entry and Tracking
- Administration and Proctoring
- Candidate Management and Communication
- Testing Facilities Coordination
- Scoring and Statistical Analysis

For more information about how CPS can administer your next test, call Alison Breckenridge at 916.263.3644 ext. 3175 or email Abreckenridge@cps.ca.gov. ♦

CPS TRAINING CENTER: GREAT CLASSES ARE BEING OFFERED THIS SPRING

CPS Human Resource Services continues to help public agencies improve their human resources skills and equip their employees with the appropriate tools for success by offering several new training classes this spring. The CPS Training Center offers a variety of interesting training topics, dates, and times ranging from half-a-day to an entire week.

This spring the CPS Training Center will provide a wide range of new training classes from local agency ethics to succession planning. Many of the classes were previously offered by the now closed California State Training Center.

The following are some of the new training classes available this spring:

Instruction Techniques for Trainers April 25-27, 2006	Succession Planning – Planning for Success May 10, 2006	At Work Writing Style Tips May 17, 2006
Local Agency Ethics April 27, 2006	Basic Math Skills for Work May 16, 2006	Team Building June 12-13, 2006
Basic Supervision May 8-12, 2006		

To view a complete listing of the available courses or to make a reservation, please visit www.cps.ca.gov and click Training Center.

CPS TRAINING CENTER CLASS SCHEDULE IS AVAILABLE ONLINE

We made it easy to find and register online for your next CPS Training Center Classes. Visit www.cps.ca.gov, click on the training center link, find the classes you need, and enroll online. For additional information about CPS Human Resource Services Training Center, visit www.cps.ca.gov and select the training center link or call 916.263.3614. ♦

ART BROWN HEADS NORTHEAST REGION

New Regional Office to be based in New York City

Art Brown, the former Director of Human Resources for the City University of New York (CUNY), the largest urban public university in the nation, joined the CPS Human Resource Services Northeast Region, based in New York City.

Brown is responsible for providing service to existing CPS clients and developing new business in the public, nonprofit, and higher education sectors. The region covers 11 states in the Northeast and Mid-Atlantic United States, plus the District of Columbia.

"Art is an extremely talented professional who brings tremendous expertise, experience, and energy to CPS. We're very glad to have him with us," said Bob Lavigna, CPS Senior Manager for Client Services Group - East.

At CUNY, Brown was in charge of all areas of employment, including recruitment, classification and compensation, and the development of human resource policies and procedures for all 20 campuses of the University system. Brown previously held the position of Assistant Commissioner for Human Resources for the State of New Jersey where he was responsible for the operations of the New Jersey Merit System at both the state and local level.

"I am pleased to be part of the CPS team and look forward to helping our clients meet their HR needs," said Brown.

In addition to an M.A. in Administration and a B.A. in Psychology from Rider University, Brown received the professional designation of Certified Public Manager from Rutgers University. He has also earned Certification as a "Compensation Professional" from World at Work and is certified as a "Senior Professional in HR" by the Society of Human Resource Management. Brown is also a member of The New York Times Advisory Council on Job Market issues, has consulted with the United Nations, and has been an adjunct professor at several accredited universities. To reach Art Brown, call 212.946.4857 or email at abrown@cps.ca.gov. ♦

Sign-Up for eNews today!

Start receiving the HR Practitioner via email. Visit www.cps.ca.gov and click on the eNews sign-up link. It's that easy.

We deliver consulting solutions for public agencies!

RECRUITING THE RIGHT PERSON STARTS WITH CHOOSING THE RIGHT BUSINESS PARTNER

CPS Executive Search helps public agencies fill key positions

CPS Executive Search offers expert support to public agencies seeking quality executive search services. The senior consultant staff has a combined total of more than 100 years of experience in recruiting senior level positions exclusively in the public sector. From City Managers and Chief Financial Officers to Police Chiefs and Senior Level Administrators, let CPS Executive Search fill your next open position. For more information about CPS Executive Search services, call 916.263.1401 or visit www.cps.ca.gov/executivesearch.

Here are some of the most recent positions filled by CPS Executive Search:

Marin County

Alex McIntyre,
Chief Assistant County
Administrative Officer

Sacramento Regional County Sanitation District

Mary Snyder
District Engineer

City of Brentwood

Steve Kersevan
Traffic Engineering
Manager

The City of Peoria

Glen Van Nimwegan
Community Development
Director

City of Rohnert Park

Dan Schwarz
Assistant City Manager

Butte County

Brad Banner
Environmental
Health Director

Colorado Springs Utilities, Colorado

Jerry Forte
Chief Executive Officer

City of Tustin

Kristine Recchia
Human Resources Director

Manhattan Beach

Rod Uyeda
Chief of Police

City of Beverly Hills

Katie Lichtig
Assistant City Manager

City of Sacramento

Michael Malone
Water Distribution
Superintendent

Port of Long Beach

Cynthia Stafford
Assistant Director
of Administration

City of Sacramento

Eileen Teichert
City Attorney

Clark County, Nevada

Cheryl Townsend
Director of Juvenile
Justice Services

City of Mesa

Christopher Brady
City Manager

FULL SERVICE. FULLY CAPABLE.

From HR consulting and management, executive search and recruitment, to providing a full array of customized employment and assessment center services, CPS is the leader in providing quality solutions for public agencies and nonprofit HR needs.

www.cps.ca.gov



Advantage![®]
www.gsaAdvantage.gov

CPS MOBIS Contract Number
GS-10F-0437M